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A R I Z O N A S T A T E H O S P I T A L

B U D G E T

O F E S T I M A T E D R E Q U I R E M E N T S

F O R

J U N E 30, 1 9 3 5 T O J U N E 30, 1 9 3 7

STATE HOSPITAL FOR THE INSANE

FISCAL YEAR 1929-30 (Average daily patient population---752.541)

	Total Disbursements	Annual Cost per Patient	Monthly Cost per Patient	Daily Cost per Patient
Salaries & Wages	\$ 89,980.89	\$ 119.436	\$ 9.953	\$ 0.387
Operation	99,050.76	131.622	10.969	.361
Travel	733.24	.974	.081	.003
Capital Inv.	10,840.19	14.405	1.200	.039
Reprs. & Repl.	11,681.98	15.523	1.294	.042
	<u>\$ 212,186.76</u>	<u>\$ 281.960</u>	<u>\$ 23.497</u>	<u>\$ 0.772</u>
Maintenance	3,289.35	4.371	.364	.012
	<u>\$ 215,476.11</u>	<u>\$ 286.331</u>	<u>\$ 23.861</u>	<u>\$ 0.784</u>
Less Cap. Inv.	10,840.19	14.405	1.200	.039
	<u>\$ 204,635.92</u>	<u>\$ 271.926</u>	<u>\$ 22.661</u>	<u>\$ 0.745</u>

FISCAL YEAR 1930-1 (Average daily patient population---800.916)

Salaries & Wages	\$ 90,700.00	\$ 113.246	\$ 9.437	\$ 0.310
Operation	99,991.52	124.846	10.404	.342
Travel	1,200.00	1.498	.125	.004
Capital Inv.	11,931.09	14.897	1.241	.041
Reprs. & Repl.	7,500.00	9.364	.781	.026
	<u>\$ 211,322.61</u>	<u>\$ 263.851</u>	<u>\$ 21.988</u>	<u>\$ 0.725</u>
Maintenance	6,118.45	7.639	.636	.021
	<u>\$ 217,441.06</u>	<u>\$ 271.490</u>	<u>\$ 22.624</u>	<u>\$ 0.744</u>
Less Cap. Inv.	11,931.09	14.897	1.241	.041
	<u>\$ 205,509.97</u>	<u>\$ 256.593</u>	<u>\$ 21.383</u>	<u>\$ 0.703</u>

FISCAL YEAR 1931-2 (Average daily patient population---844.750)

Salaries & Wages	\$ 96,210.51	\$ 113.892	\$ 9.491	\$ 0.311
Operation	91,098.27	107.840	8.987	.295
Travel	653.80	.774	.064	.002
Capital Inv.	7,275.00	8.612	.718	.023
Reprs. & Repl.	4,700.00	5.564	.464	.016
	<u>\$ 199,937.58</u>	<u>\$ 236.682</u>	<u>\$ 19.724</u>	<u>\$ 0.647</u>
Maintenance	6,076.01	7.193	.599	.019
	<u>\$ 206,013.59</u>	<u>\$ 243.875</u>	<u>\$ 20.323</u>	<u>\$ 0.666</u>
Less Cap. Inv.	7,275.00	8.612	.718	.023
	<u>\$ 198,738.59</u>	<u>\$ 235.263</u>	<u>\$ 19.605</u>	<u>\$ 0.643</u>

FISCAL YEAR 1932-3 (Average daily patient population---874.750)

Salaries & Wages	\$ 100,248.60	\$ 114.603	\$ 9.550	\$ 0.314
Operation	93,023.69	106.343	8.862	.291
Travel	549.03	.628	.052	.002
Capital Inv.	3,990.66	4.562	.380	.013
Reprs. & Repl.	5,843.63	6.680	.557	.018
	<u>\$ 203,655.61</u>	<u>\$ 232.816</u>	<u>\$ 19.401</u>	<u>\$ 0.638</u>
Maintenance	4,435.51	5.070	.423	.014
	<u>\$ 208,091.12</u>	<u>\$ 237.886</u>	<u>\$ 19.824</u>	<u>\$ 0.652</u>
Less Cap. Inv.	3,990.66	4.562	.380	.013
	<u>\$ 204,100.46</u>	<u>\$ 233.324</u>	<u>\$ 19.444</u>	<u>\$ 0.639</u>

FISCAL YEAR 1933-4 (Average daily patient population ---896.)

Salaries & Wages	\$ 95,101.72	\$ 106.140	\$ 8.845	\$ 0.291
Operation	92,468.31	103.201	8.600	.283
Travel	944.52	1.054	.088	.003
Capital Inv.	6,224.14	6.947	.579	.019
Reprs. & Repl.	6,986.03	7.797	.650	.021
	<u>\$ 201,724.72</u>	<u>\$ 225.139</u>	<u>\$ 18.762</u>	<u>\$ 0.617</u>
Maintenance	1,599.64	1.785	.148	.005
	<u>\$ 203,324.36</u>	<u>\$ 226.924</u>	<u>\$ 18.910</u>	<u>\$ 0.622</u>
Less Cap. Inv.	6,224.14	6.947	.579	.019
	<u>\$ 197,100.22</u>	<u>\$ 219.977</u>	<u>\$ 18.331</u>	<u>\$ 0.603</u>

ARIZONA STATE HOSPITAL

Cost per Month and per Day on an Average
of 1000 Patients; Based on Anticipated
Increase of 35 Patients per year.

FUND	1935-1936	1936-1937	PER CAPITA COST PER MONTH		PER CAPITA COST PER DAY	
			1935-1936	1936-1937	1935-1936	1936-1937
Salaries	\$ 117,534.00	117,534.00	9.794	9.794	.326	.326
Operation	112,831.50	113,831.50	9.402	9.485	.313	.316
Travel	1,250.00	1,250.00	.104	.104	.00347	.00347
Rep. & Rep.	6,000.00	6,000.00	.500	.500	.016	.016
Cap. Invest.	6,000.00	4,500.00	.500	.375	.016	.012
TOTAL	\$243,615.50	\$243,115.50	20.300	20.258	.67	.67
Less Cap. Invest.	6,000.00	4,500.00	.500	.375	.016	.012
	\$237,615.50	\$238,615.50	19.800	19.883	.654	.658

ARIZONA STATE HOSPITAL

GENERAL SYNOPSIS OF THE ESTIMATED REQUIREMENTS FOR THE PERIOD JUNE 30th, 1935 TO JUNE 30th, 1937, INCLUSIVE. GIVING COST PER. MONTH AND PER. DAY WITH AN AVERAGE OF 1000 PATIENTS AND AN ANTICIPATED INCREASE OF 35 PATIENTS PER. YEAR, ALSO ANTICIPATING AN INCREASE IN ATTENDANTS LABOR, DUE TO A REQUEST FOR EIGHT HOUR DAY BASIS.

	<u>ACTUAL</u> <u>EXPENDITURE</u>	<u>APPROPRIATION</u>	<u>RECOMMENDATIONS</u>	
	<u>22nd Fiscal</u> <u>Yr. (1933-34)</u>	<u>23rd Fiscal</u> <u>Yr. (1934-35)</u>	<u>24th Fiscal</u> <u>Yr. (1935-36)</u>	<u>25th Fiscal</u> <u>Yr. (1936-37)</u>
SALARY SUPP.	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00
Other Salaries & Wages	<u>91,501.72</u>	<u>91,780.00</u>	<u>113,934.00</u>	<u>113,934.00</u>
Total Salary & Wages	95,101.72	95,380.00	117,534.00	117,534.00
Operations	92,468.31	93,000.00	112,831.50	113,831.50
Travel	944.52	1,000.00	1,250.00	1,250.00
Capt. Investment	6,234.14	3,585.00	6,000.00	4,500.00
Reprs. & Repl.	<u>6,386.03</u>	7,000.00	6,000.00	6,000.00
Total Expenditure	\$201,724.72			
Sal. to General Fund	<u>390.28</u>			
Total App.	\$202,105.00	200,965.00	243,615.50	243,110.50

ARIZONA STATE HOSPITAL

SALARIES

<u>POSITION</u>	<u>1935 - 1936</u>	<u>1936 - 1937</u>
SALARY - SUPERINTENDENT	3,600.00	3,600.00
OTHER SALARIES AND WAGES:		
Physicians (2)	5,100.00	5,100.00
Physician	1,800.00	1,800.00
Technician	1,200.00	1,200.00
Steward	2,000.00	2,000.00
Bookkeeper	1,500.00	1,500.00
Asst. Bookkeeper	960.00	960.00
Stenographer	1,080.00	1,080.00
Clinical Stenographer	1,080.00	1,080.00
Storekeeper	1,500.00	1,500.00
Asst. Storekeeper	1,080.00	1,080.00
Information Clerk	900.00	900.00
Telephone Operator	780.00	780.00
Carpenter	1,500.00	1,500.00
Asst. Carpenter	1,080.00	1,080.00
Plumber	1,440.00	1,440.00
Night Watch	900.00	900.00
Cook	1,200.00	1,200.00
Asst. Cook	960.00	960.00
Mechanic	1,200.00	1,200.00
Truck Driver	900.00	900.00
Farmer	1,500.00	1,500.00
Asst. Farmer	900.00	900.00
Farm Detail (2)	1,560.00	1,560.00
Gardener	1,080.00	1,080.00
Dairyman	1,080.00	1,080.00
Baker	1,200.00	1,200.00
Waiter	960.00	960.00
Waitress	720.00	720.00
Supervisor	1,200.00	1,200.00
Matron	1,200.00	1,200.00
Night Matron	900.00	900.00
Registered Nurse	1,200.00	1,200.00
Seamstress	900.00	900.00
Laundryman	1,080.00	1,080.00

ARIZONA STATE HOSPITAL

OPERATION

	<u>FISCAL YR.</u> <u>1935-36</u>	<u>FISCAL YR.</u> <u>1936-37</u>
<u>OFFICE:</u>		
Including supplies; Printing and Advertising; telephone and telegraph, bonds; insurance, entire plant.	\$ 7,732.00	\$ 7,754.00
<u>CARPENTER SHOP:</u>		
Miscellaneous Tools	200.00	150.00
<u>LABORATORY:</u>		
Medical, surgical and dental supplies, chemicals	2,375.00	2,375.00
<u>WARD AND HOUSEHOLD:</u>		
Including shirting, dressgoods, muslins, toweling, ticking, bed supplies, clothing, shoe findings, disinfectants, gasoline, grease, brooms, etc.	22,459.00	22,517.00
<u>KITCHEN AND DINING ROOM:</u>		
All Food supplies	44,110.52	44,674.52
FARM, GARDEN, HOSPITAL LAWN, POULTRY AND DAIRY:		
Water for irrigation, electricity, seed, spraying chemicals, gasoline and oil for farm equipment, cotton seed meal for dairy, small tools, dairy supplies, milk bottles, etc.	8,492.48	8,594.48
<u>POWER PLANT AND GARAGE:</u>		
Electricity for hospital, water for hospital, sewer service, natural gas, supplies for power plant, etc.	<u>27,462.50</u>	<u>27,765.50</u>
TOTAL	\$112,831.50	\$113,831.50

ARIZONA STATE HOSPITAL

ESTIMATED

CAPITAL INVESTMENT

<u>ITEMS</u>	<u>1935-1936</u>	<u>1936-1937</u>
One Typewriter	75.00	
Misc. Equipment	50.00	50.00
Eighteen Doz. Chairs	240.00	192.00
Misc. Furniture, Rugs & Drapes	100.00	100.00
Beds	150.00	250.00
Mattress Moss, Pillows & Bed Supplies	571.00	615.00
Fans	200.00	200.00
Kitchen Utensils	467.00	575.00
Knives, Forks, Spoons, Plates & Cups	200.00	200.00
Laundry Irons	120.00	120.00
Dental Unit, consisting of Chair & Cabinet	500.00	
Hand Lawn Mowers	75.00	
Horse Drawn Mowers		75.00
Dairy Cows to Build up Herd		813.00
Two Bulls (each year)	100.00	100.00
Eight Mules to replace old ones	400.00	
Three Boars	60.00	
Two International Mowers	110.00	110.00
Two Wagons		100.00
One Side Delivery Rake	160.00	
One Traveling Bailer	800.00	
One Milking Unit Pail	31.00	
Motor Vehicles	1,291.00	1,000.00
Power Plant	35.00	
Pipe Dies, Renewals to Lagonda Tube Cleaners	15.00	
Fire Hose 300 Ft. with couplings	250.00	
TOTAL	\$6,000.00	\$4,500.00

REPAIRS AND REPLACEMENTS:

This will include the cost and repair of all buildings and structures. Also the painting and varnishing of fixtures and filing cases which are imovable. The cost of all materials and repairs to roadways, sidewalks, alleys, driveways, fences, walls and embankments; and applies in all other cases which are strictly repairs and replacements.

\$6,000.00

\$6,000.00

STATE HOSPITAL

Movement of Population

Population, as of July 1, 1933.	893
Received during year	<u>353</u>
	1,246
Released during year	<u>351</u>
Population as of June 30, 1934	895

* * * * *

Phoenix, Arizona.
December 14, 1934.

Mr. Arthur N. Kelley,
Secretary, Board of Directors
of State Institutions,
Phoenix, Arizona.

My dear Mr. Kelley:

In compliance with your recent request I present herewith a narrative report upon the Arizona State Hospital and its activities.

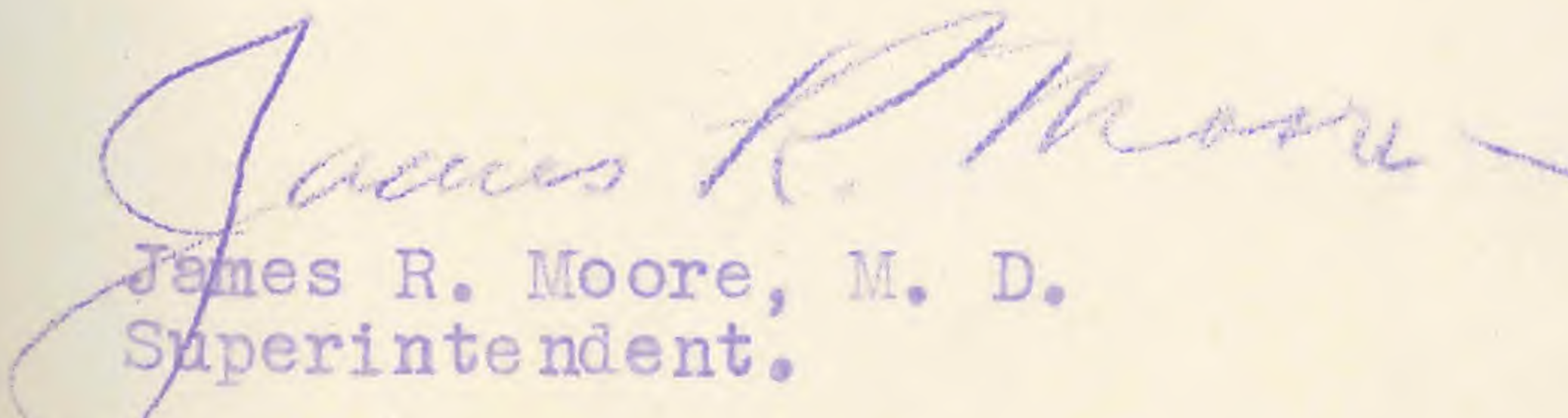
This presentation is arranged according to the following outline:

- Part I. The Physical Plant and Equipment,
- Part II. The Personnel and Functions of the
 various departments.
- Part III. The Inmates and the Procedure followed
 in the care of same.
- Part IV. Suggestions offered covering the above.

A detailed itemized inventory has not been presented as it would make this report unnecessarily voluminous. However, such an inventory is on file at the Hospital and open for inspection to interested members of the Legislature and other officials.

It is hoped that this report may give some idea of the Hospital, its operations and its problems and that it will serve to stimulate interest in the welfare of its patients to such an extent that those reading the report will come and see for themselves the conditions actually present.

Respectfully submitted,


James R. Moore, M. D.
Superintendent.

ARIZONA STATE HOSPITALWARD "A" Located in 1st floor West BuildingType of Patients Infirmery for aged women and Tubercular isolation.Total floor space 5310 square feetNumber of rooms for patients 10; beds in each 3Dormitory Beds 31Dining-room to accommodate 17 patientsKitchen and serving-room 1Bath Rooms 2Shower Heads 2Tubs 2Toilets 4Day Room 1Linen and Clothes Rooms 2Porch Space 0 square feetNormal Capacity of Ward 45Present number of patients on ward 56Number of Day Attendants 3Number of Night Attendants 1

The West end of this ward has been partitioned off to form an isolation ward for tubercular patients. It has a capacity of 6 beds. All equipment, eating utensils, bedding etc., is kept separate from the general ward and especially treated in order to prevent spread of infection.

WARD "C" Located in Basement Main Building

Type of Patients Male - Ground Parole

Total floor space 10 303 square feet

Number of rooms for patients 10 Beds in each 1

Dormitory Beds 37

Dining-room to accommodate 0 patients

Kitchen and Serving-room 0

Bath Rooms 2

Shower Heads 2

Tubs 2

Toilets 4

Day Room Hall

Linen and Clothes Rooms 2

Porch Space 0

Normal Capacity of Ward 70

Present Number of patients on ward 74

Number of Day Attendants 1

Number of Night attendants General Night watch
Patrols each hour

WARD "O" Located in 1st floor East Building

Type of Patients Male - Infirmary, Tubercular Isolation

Total floor space 7865 square feet

Number of rooms for patients 11

Beds in each: 6 rooms cap. 2 beds each
5 rooms cap. 1 bed each

Dormitory Beds 54

Dining-room to accommodate 60 patients

Kitchen and serving-room 1 serving room

Bath Rooms 2

Shower Heads 2

Tubs 2

Toilets 3

Day Room 2

Linen and Clothes Rooms 4

Porch Space 0

Normal Capacity of Ward 65

Present number of patients on ward 70

Number of Day attendants 2

Number of Night attendants 1

A small dormitory on this ward, containing 10 beds, has been isolated from the general ward, for tubercular patients. All equipment, eating utensils, bedding etc., is kept separate from the general ward and specially treated in order to prevent spread of infection.

(5) The West Cottage is a 2 story frame and brick structure. With the exception of the Telephone and Information Office, which occupies one room of this building, the entire structure is utilized for attendants' quarters and will accommodate 15 to 20 attendants. Most of the attendants' quarters in this building have adjacent sleeping porches. The total available floor space in this building is 8,000 square feet.

(6) East Cottage, which is one of the oldest buildings in the hospital group, is a 2-story structure of brick and frame construction. The available floor space in this building is 8,000 square feet.

The entire first story is used as a store-room; the 2nd. story being utilized as attendants' quarters and will accommodate 10 male attendants. The shoemaker and harness shop is located on the 1st floor of this building. In the shoe department is located about \$2500.00 worth of machinery which however, does not belong to the state. This machinery belongs to the shoemaker who was employed several months ago and who gave the hospital the option of purchasing the same at any time. It would appear that at the price offered (\$700.00) this would be an excellent investment for the institution. Since employing this shoemaker with his machinery, we have, through the repairs made, effected a very great saving in shoes and other leather work.

(7) Kitchen and Dining-room: This is a large 2 story building of brick, cement construction with exterior stucco finish.

The following is the amount of floor space facilities in the various portions of this building:

Kitchen and Porch	3685 square feet
Patients' Large Dining-room	3685 " "
2 Smaller Patients' dining-rooms	1036:1800 sq."
Bakery	1485 square feet
2nd Story Attendants' quarters	2925 " "
Sewing-room 2nd Story	2925 " "

On the 1st floor of this building are kitchen, bakery, butcher shop, cold storage rooms, 3 patients' dining-rooms, attendants' dining-room and 2 smaller dining-rooms for the staff.

The kitchen is equipped with 3 large and 3 small steam kettles, steam coffee urn, a large 4-oven range and a large, covered back porch which is devoted to the preparation of vegetables, a dish-washing room and several storage rooms.

The Bakery has a built-in Patterson oven, steam-rising room, a supply store-room, power bread mixer and a new general utility mixer.

The Butcher Shop is a small room adjoining two cold storage rooms and is equipped with 2 meat blocks, meat grinder, knives, cleavers and other necessary equipment.

The range in the kitchen formerly burned coal but has recently been converted to the use of natural gas which, in addition to effecting a very substantial saving in fuel cost, is infinitely cleaner and more efficient.

The oven in the Bakery also has been converted from fuel oil to natural gas which has proven more economical and satisfactory.

The patients' dining-rooms are equipped with chairs and tables to accommodate 285 patients. The tableware consists of aluminum bowls, cups, plates, spoons, but no knives or forks.

In the 2nd story of this building is the sewing-room which is equipped with 9 power sewing machines, tables, shelving space, closet etc., an apartment for the cook; the remainder of this story being made up of attendants' apartments, accommodating 14 attendants.

(8) Power House: This is a 1 story building of brick and frame construction, with exterior stucco finish. Total available space in this building is 10,000 square feet. The power house stack is of brick construction.

Adjacent to the power house is a small, newly constructed supply shed for tools and other equipment.

In the power house are 2 Sterling boilers of 150 and 250 H.P. respectively which supply steam for the needs of the institution; refrigerating and ice plant, hot water heater, water softener, pump, forge and other necessary equipment; also located in this building is a laundry, creamery and cold storage rooms.

(9) Assembly Hall or Auditorium: This is a $1\frac{1}{2}$ story building of brick construction with stucco exterior, having an area of 4464 square feet and a seating capacity of approximately 700.

This building is equipped with a fire proof projection booth and in this hall are given weekly movies, monthly dances, Sunday religious services, concerts, entertainments and other assembly meetings, at various times. There is a small stage constructed in one corner of this large hall which is quite unsuited for use as such and it would be desirable, at some future time, to construct a more adequate stage or rostrum.

(10) The following is a list of additional smaller, miscellaneous buildings, located on this ground:

Employees' quarters, one story adobe 2430 square feet accommodating 4 families.

Cottage for electrician, one story frame construction, 756 square feet.

Supervisors' Cottage, one story frame construction, 800 square feet.

Peeling and Storage room, one story frame adobe construction, 3125 square feet.

Carpenter Shop and Paint Shop, frame adobe construction, 3125 square feet.

Slaughter House, frame cement construction, 720 square feet.

Garage, frame construction, 2616 square feet.

Dry Storage and Car Shed, frame construction, 2412 square feet.

Also fenced-in pens for laboratory animals.

Small shed used as a mattress factory.

A covered automobile wash rack with steam connections for cleaning garbage cans.

MEDICAL DEPT.

ASST. SUPT.

DENTIST

ASST. PHYSICIANS (2)

CLIN. STENO.

TECHNICIAN

STENO.

LAUNDRYMAN

LAUNDRESS

ASST. "

CARPENTER

ASST. "

FEMALE

MATRON

CHARGE

ATTENDANTS (6)

ATTENDANTS (13)

REGISTERED

NURSE

NIGHT SUPERVISOR

NIGHT ATTENDANTS (8)

MALE

SUPERVISOR

CHARGE

ATTENDANTS (8)

ATTENDANTS (9)

NIGHT WATCH

NIGHT ATTENDANTS (9)

LAWN MAN

DINING ROOM MAN

OPERATION

STEWARD

BOOKKEEPER

ASST. "

INF. CLERK

TEL. OPERATOR

FARMER

GARDENER

DAIRYMAN

POULTRIMAN

TRACTOR MAN

DETAIL (2)

STOREKEEPER

BAKER

COOK

SEAMSTRESS

ASST. COOK

SHOEMAKER

WAITER

WAITRESS

CHIEF ENGINEER

ASST. "

PLUMBER

ELECTRICIAN

RELIEF ENGINEER

AUTO TECHNICIAN

TRUCK DRIVER

better facilities. The better care which he would be able to render the patients would warrant this expenditure.

The Clinical Stenographer records all histories, files all medical records, makes up monthly reports to all Judges of the Superior Courts of this State and to the Board of Directors; keeps the hospital census and takes dictation from the physicians, each of whom carries on a rather large correspondence with inquiring relatives of patients.

The other Stenographer acts as Secretary to the Superintendent, handles the mail and takes dictation for a large portion of the correspondence referred to above.

The Laboratory Technician is a specially trained young woman who performs the many tedious laboratory tests required on each patient. She also does a large amount of the actual taking of X-rays, although all interpretation is done by the physician in charge. She frequently assists on the wards when occasion demands.

The Matron and Supervisor occupy similar positions on the female and male services respectively. The attendants are directly responsible to them and they, in turn, are held responsible for the conduct of the wards aside from the strictly medical care of the patients. The ward supervisors also have charge of the various attendants assigned to detail work other than those on the farm.

A smooth-running cooperative group of attendants depends, to a very great degree, upon the proper type of Matron and Supervisor in charge. The successful handling of 60 or 70 men and women in their work and to a certain extent, while off duty,

requires great diplomacy and tact. Night supervisors have direct supervision over the work of the night attendants but are, together with other attendants, under the direction of the matron and supervisor. The male night supervisor has the additional duties of a night watchman for the grounds, in which capacity he makes rounds to stated stations as provided for by the clock system of recording.

A registered nurse has charge of the Surgery, sterilizing of surgical supplies, assists in operations, acts as an assistant to the dentist in his work and keeps all records in the dental department. Surgical dressings are performed and special medication administered by the registered nurse on both the male and female hospital wards under the direction of the hospital physician.

Both Charge Attendants and Attendants work 12 hours per day. The former, as their title indicates, have charge of the ward, keep ward records and are responsible for the administration of the work and conduct of the ward. Jointly, they supervise the patients and maintain the wards in a sanitary condition, in making beds, serving meals and many similar details. Patients are bathed twice a week or more frequently in individual cases, a procedure which must be supervised by the attendants. Attendants are required to cut the patients' hair at regular intervals and in the case of male patients, to shave them twice a week. Regular nursing care is given to all bed patients by attendants and they personally, administer all ordinary medication ordered by the physician. Attendants with special qualifications are assigned to the care of tubercular patients who are isolated on wards "A" and "O".

Special diets, insofar as possible, are given these patients and all their bedding, tableware etc., is handled separately from that of the general ward. This arrangement is a recent innovation.

OPERATION:

The Steward is in direct charge of the department of operations and is responsible directly to the Superintendent.

The heads of the following departments are, in turn, responsible to the Steward:

Bookkeeping, Store-room, Laundry, Farm, Carpenter Shop,
Power-House.

(1) Bookkeeping Department: This department is under the supervision of the Bookkeeper and one assistant. This department, in conjunction with the Commissary, acts as a clearing-house for the business administration of all departments connected with the hospital, and therefore requires much detail.

A very material savings has been effected through the cooperation of the commissary and the general office, because of the consistent watchfulness of our storekeeper and his assistant.

The clerical work in the bookkeeping department requires time and accuracy in every detail. The accounting is carried on in very much the same manner as in any other business.

All purchases must meet with the approval of the Board of Directors by requisition, for which a purchase order is written, and is then submitted to the State Auditor by Claim which, if approved, is paid by warrant. Thus, each transaction has the full consent of all state departments.

(2) Storeroom: The hospital storeroom and commissary are in charge of the storekeeper, who is assisted by 2 patient helpers, recruited from the better class of patients.

The storekeeper's duties are to check and store all supplies which are purchased by the hospital. Each morning the storekeeper issues all supplies for the day in the kitchen. The wards order their weekly supplies on Monday morning and these are issued to them each Wednesday.

Due to his responsibility for supplies the following sub-departments are placed under the storekeeper's supervision:

(a) Sewing-room: The Hospital sewing-room is located above the patients' dining-room and is in charge of a seamstress, assisted by 6 or 8 women patients. All shirts for the men patients are made in this department, also all dresses and underwear for the women; all linen, mattress ticks, towels, rubber sheets etc. All mending from the wards is also taken care of in this department.

The institution also has its own mattress factory which, at the present time, is operated by patients. All mattresses used in the hospital are manufactured and renovated. The filler used is Spanish moss which can be steamed, sterilized and used over several times.

(b) Shoe Shop: As noted before, a shoemaker was recently employed on an attendant's salary. He brought with him \$2500.00 worth of his own power machinery. He repairs approximately 500 pairs of shoes monthly; makes and repairs costly restraint straps and harness; constructs orthopedic appliances and performs innumerable miscellaneous tasks.

(c) Bakery: This is in charge of a competent baker, who is assisted by 4 or 5 patients. The Bakery begins work at 4:30 each morning and is in operation approximately 8 hours each day except Sunday. An excellent quality of bread and pastries are furnished from this department, the baker being very economical in his use of supplies and materials.

(d) Kitchen: The kitchen force consists of one head cook and 2 dining-room attendants. The head cook plans all meals and supervises the cooking for the employees. The first assistant cook looks after the preparing of the patients' meals and the delivery of food to the wards. The third assisyant cook or dining-room attendant, prepared the evening dinner and also the 10;30 P:M supper and midnight supper. The dining-room man supervises the meals while the patients are eating, keeps order and looks after the cleaning up of the dishes and dining-room. Twenty-eight men and thirteen women patients assist in the kitchen and dining-room.

The kitchen and bakery, at this time, are equipped with natural gas and are showing a very considerable saving over the old system.

The meat shop, for many years, has been in charge of a patient. This arrangement, in addition to being very unsatisfactory as regards service rendered, is decidedly dangerous. A patient of uncertain moods with access to butcher knives, cleavers etc., is in position to create a great deal of damage to both personnel and property. Quite recently this potential danger was brought so forcibly to mind by one or two incidents that it was found necessary to replace this patient by one of our farm employees. It is felt that funds should be provided for a full-time meat cutter.

The head cook and assistant cook come on duty at 4:30 A:M and work right through until 2 P:M. The second assistant cook or dining-room attendant then comes on at 3:30 P:M and puts in about 8 hours.

Adjoining the kitchen on the North is a building called the peeling-room, where all vegetables are prepared for the kitchen and where all fruit and vegetables are canned and stored for future use. Approximately 3500 gallons of fruit and vegetables are canned each year from the products of the hospital farm; however, other canned and dried fruits must be purchased as it takes about 40 gallons of fruit for one meal and it has to be mixed into a pudding in order to have sufficient quantity. We also have a dry storage building in connection with the kitchen, in which farm produce, such as onions, sweet potatoes and pumpkins are stored for future use.

We have improved the quality of the meals served to the patients to a marked degree during the last 2 years. The institution now uses 6 to 8 thousand pounds of potatoes per month more than was used in previous years. We have devised a system of purchasing our beef on hoof from valley farmers and doing our own butchering which enables us to feed our people a much greater quantity of meat and at a big saving in price.

All beef, after being killed, is placed in our cold storage for two weeks before being used and is costing us an average of 5 cents per pound in the box.

All fresh pork, used in the institution, is produced on the hospital farm and is killed when it weighs about 150 pounds dressed, which gives us number one pork.

Under the supervision of the Chief Engineer, the efficiency of the power plant has been increased and marked economies effected. Among the more outstanding accomplishments have been:

1: Installation of 2 hot water boilers, heated by waste steam and resulting in increased capacity and lower costs.

2: Repairs to a condemned washing machine at a total cost of \$27.00, thus saving the state approximately \$700.00 on the purchase of a new machine.

3: Installation and renovation of both Sterling boilers, resulting in a great increase in efficiency of same.

4: Remodeling and modernizing of the refrigerating plant so as to practically double its capacity without increasing costs. By doing our own welding and installation, under supervision of a competent refrigerating engineer, this work was accomplished at a total cost of \$650.00, as compared with an estimated cost of \$2600.00 made by a reliable engineering firm.

5: Installation of natural gas equipment under supervision of the manufacturer, thus effecting a saving in the total cost of this change.

6: Innumerable repair jobs of less magnitude have been done on various equipment which, if sent out, would greatly increase operating cost in these departments.

Having a skilled and competent welder has saved the institution a great deal of money in repairs.

Five or six patients with mechanical ability, assist in various capacities in the operation of the power house.

Fire Department: From among the attendants and employees two fire fighting companies have been formed with a Fire Chief in charge. A thorough inspection of the hospital property and fire equipment was made under direction of Battalion Chief Graves of the Phoenix Fire Dept., and our two companies instructed by him. Frequent fire drills are held at which time all wards line up and prepare to evacuate the building this being accomplished in an average time for each ward of $1\frac{1}{2}$ minutes from the moment the alarm is given.

Equipment is taken out, tested and inspected at least once a month.

considered practical to allow a group of patients to assemble out of doors after dark for fear some might escape. To our great satisfaction not a single untoward incident occurred during the summer.

During the past year numerous concerts have been given for the benefit of the patients. The Orpheus Club gave a delightful evening's entertainment which was of the same high quality as those given for the general public.

During the summer various musical units of the F.E.R.A., under the direction of the local County Welfare Board, gave a regular concert and entertainment each Saturday afternoon; the Shriners' Band, the Girls' Band of the Phoenix Union High School and others have pleased the patients with their performances. The patients and staff highly appreciate the efforts of these organizations. During the winter dances for the patients are held once or twice a month.

Mention should be made here in appreciation of the extra services rendered by attendants and other employees in connection with these recreational activities since it is necessary for them to devote extra hours of their time on these occasions.

Through the courtesy of officials in charge it was possible, both this year and last, to take about 150 patients to the State Fair, an annual event to which they look forward with eager anticipation.

Through the interested efforts of a volunteer worker of the city regular Sunday afternoon church services are held in the assembly hall by the various denominations of the valley. The clergy, both Catholic and Protestant, are most generous in donating their services in behalf of the spiritual welfare of our patients. The majority of

patients who die in this institution, receive burial in the hospital cemetery. In contrast to past practices, a simple graveside service is now held,- thanks to the generous response of the clergy to our request.

Resident in the hospital are about 16 juvenile patients, mentally capable of doing elementary school work. Although no funds were provided for a teacher it was found possible to delegate this task to an attendant, specially trained in this work. She devotes about 3 hours of her time five afternoons each week to teaching these boys and girls elementary subjects. Of necessity the work must be highly individualized but the contact with the outside world and with relatives which the ability to read and write makes possible is adequate compensation for this effort.

PART IV.

The following recommendations are submitted for your consideration:

1: That attendants be placed upon an 8 hour working basis in place of the 12 hour basis which has been in existence for many years. It would seem only fair and just that these attendants have the same working hours as other state employees and thus bring our schedule into conformity with existing state laws.

The character of their work offers an additional argument for this change. Attendants are in such intimate contact with unfortunates of disordered minds and uncertain moods that their work is particularly trying and nerve racking. One 12 hour period spent on one of our wards would give ample proof of this statement.

To provide maintenance for the additional number of employees required to place this plan into effect, at least \$5,000 additional will be required in the operation fund.

2: That additional employees be allowed for positions of trust now filled by patients. To allow persons declared mentally incompetent to be partially responsible for valuable supplies; to work with implements which could become deadly weapons with any change of the patient's mood or to operate machinery unsupervised is not only inefficient but dangerous. It is therefore recommended that an additional employee be allowed for each of the following positions:

(a) Shoemaker

(c) Meat Cutter

(b) Assistant Shoemaker

(d) Mattress Maker

Our laboratory and x-ray department has already saved the state much money through work done for the other state institutions who do not have these facilities and who otherwise would have to pay regular fees. The improvements requested will further increase its full field of usefulness, not only for this hospital but for the other institutions, as well.

6: Certain improvements to increase our protection against fire will be made from the Repairs and Replacement Fund, but it is hoped that the sum requested for fire hose under "Capital Investment;" will be granted.

7: Problems to be faced in the near future but impossible of accomplishment at this time are:

(a) Additional quarters for attendants will soon be required especially if the proposed 8 hour schedule goes into effect. It will likely be possible to postpone this until two years hence but any additional increase will render some action imperative.

(b) Adequate isolation quarters especially for active cases of tuberculosis should be provided in the form of an isolation cottage so constructed as to accommodate both male and female patients.

(c) Increase in kitchen equipment and personnel with the desirable separation of the culinary department into two units, - one for the patients, the other for employees.

